Strategic Plan

CNO (N096) Oceanographer of the Navy

16 June 1999

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
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From: Chief of Naval Operations, (N096)

Subj: OCEANOGRAPHER OF THE NAVY STRATEGIC PLAN

Ref: (a) OCEANOGRAPHER OF THE NAVY STRATEGIC PLAN (http://oceanographer.navy.mil)

1. Reference (a) provides the Naval Oceanography community a roadmap to guide organizational progress into the next century. For those commands with oceanographers, please review the strategic plan and provide comments as appropriate. For all other commands, your comments on reference (a) are invited.

2. Our strategic planning strategy will evolve in three distinct phases.
Phase I - Plan publication and investigation (FY 99-00).
Phase II - Plan revision and programmatic adjustment (FY 00-10).
Phase III - Plan monitoring and goal attainment (FY 10-20).
As with any significant undertaking, the first phase of strategic planning is the most important. During this investigation phase we will be making minor revisions to the strategic plan. Please review the plan carefully and make suggestions for improvement before 1 December 1999. The strategic planning team will reassemble in early CY 00 to review the results of the initial round of staff work and suggestions for improving the plan.

3. Strategic planning is a long-term investment and one of the hallmarks of successful organizations. The other hallmark of successful organizations is quality people. It is you, the men and woman of the Naval Oceanography Program who, in the end, are responsible for our success as an enabler of safe and effective military operations. Thank you in advance for your efforts in attaining the goals outlined in this strategic plan.

4. Please submit suggestions for improvement to the CNO (N096) point of contact CDR F. W. Garcia, (202) 762-0261 or email garcia.frank@hq.navy.mil.

W. G. ELLIS
Oceanographer of the Navy

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V5	(AIR STATION, MARCOR)

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OCEANOGRAPHER OF THE NAVY STRATEGIC PLAN

OCEANOGRAPHER OF THE NAVY STRATEGIC PLAN

FOREWORD

It is with great pride and enthusiasm that I publish this strategic plan for Naval Meteorology and Oceanography (METOC). We stand on the verge of the 21st century, a new era that will see *Joint Vision 2010*, *Forward From the Sea*, *The Navy Operational Concept for the 21st Century* and other visionary publications become reality. The 21st Century promises to be a century of accelerated change driven by technology, doctrinal innovation and global forward presence. The Navy of the 21st Century will be comprised of fewer platforms using high technology weaponry. More than ever, avoiding weather and ocean related damage to these high tech platforms remains Job One. The pace of warfare will continue to accelerate and pose new timeliness and accuracy challenges for our community. This strategic plan, and those that follow, will act as the METOC communities' primary tool to meet those challenges. It is our quality people who will lift the words from the pages of our plan and make them a reality. A reality of military METOC excellence that will continue to be unrivaled in our core competencies of; Meteorology, Oceanography, Geospatial Information and Services, and Precise Time/Interval and Astrometry.

Your feedback on this plan and our strategic direction is valued and requested. Please provide me with any feedback you feel will better enable our program to achieve the goals herein. Strategic planning is an iterative process. This first strategic plan will no doubt look entirely different in 2015 and beyond. We will review this plan early next year to further improve and refine our strategic direction.

One of the strong messages contained in this plan is the value of building and sustaining strategic partnerships. In the 21st Century we will continue to leverage our excellent work with other organizations to improve METOC support to Joint, Naval, allied and coalition forces. We will continue to capitalize on our strengths, and provide superior METOC information at the right time and resolution, anytime, anywhere. I hope that this plan and your efforts will enable us to keep our forces safe and striking with sting.

W. G. ELLIS
Oceanographer of the Navy

CNO (N096) Oceanographer of the Navy

Strategic Plan

Purpose

This strategic plan provides a roadmap to guide the Oceanographer of the Navy CNO (N096) and his staff toward the challenges of the future. The plan provides a basis for decisions by the Naval Oceanography community over the next 5-10 years.

Oceanographer of the Navy Planning Team

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Objectives and Scope

This strategic plan articulates a vision for the future of the Oceanographer of the Navy and an execution plan to achieve that vision. This plan is focused on ensuring the Oceanographer's program leads to excellence in our core competencies, timely response to requirements, identification of strategic issues and goals, and development of action plans to achieve strategic objectives.

Process

The Strategic Plan was developed during a facilitated, three day off-site at the Acquisition Center of Excellence (ACE) during March 1999. Senior members of the Naval Oceanography community met to apply a basic strategic planning process to meet the needs and expectations of the Oceanographer of the Navy. CNO (N096) identified the need to look at internal processes, organization, distribution of products to the warfighter, and interfaces with the IWAR process.

The strategic planning process reviewed the current vision, mission, and guiding principles and developed strategic issues, strategic goals, measures of success, and action plans. This included an evaluation of high level Naval Oceanography requirements and resources, and the identification of gaps in the ability to meet these requirements.

To provide a baseline for discussions on the strategic plan, a questionnaire was developed and sent to attendees of the three-day off-site. The responses were tabulated, analyzed, and provided to CNO (N096) before the off-site to help frame the discussions.

Each of the Naval Oceanography stakeholders attending the off-site, briefed the planning team on their missions, efforts, and perspectives on Naval Oceanography. GroupSystems for Windows was used to capture ideas from the group on each part of the strategic plan, i.e. vision, mission, guiding principles, issues, etc. The group discussed the ideas collected and reached consensus on a revised vision, mission and guiding principles. Each section of the strategic plan was handled in a similar manner. Strategic issues were developed by identifying gaps between requirements and capabilities. The issues were prioritized through group voting and the most important areas identified. The prioritized issues were developed into five Strategic Goals. The participants broke into five groups and each was assigned a strategic goal to analyze, develop an action plan, and assign measures of success. These groups briefed all participants on the action plans each had developed.

The data collected during the off-site were retained in both electronic and paper format for post off-site analysis and review. The result of the entire process is the N096 Strategic Plan presented in the next section.

CNO (N096) Oceanographer of the Navy

Strategic Plan

Vision

In the area of Naval Oceanography support to U.S. military forces, no one will be better.

Mission

To provide U.S. Naval forces relevant and integrated full-spectrum weather, ocean, charting, precise time, and astrometric knowledge to minimize risk and optimize operational success anytime, anywhere.

Guiding Principles

- Naval Oceanography is a core competency of the US Navy; it is of national importance and fundamental not only to our national security, but also to our global economic well being.
- We will evaluate our accomplishments through the eyes of the warfighter. We will continuously improve our skill and capability, because the warfighters' safety and lives are on the line.
- We will be a driving force in international and national technology programs and will maintain clear superiority in Naval Oceanography systems and techniques.
- People are our strength. We will maintain a highly trained corps of responsive, upwardly mobile professionals, both military and civilian, in an environment that promotes outstanding performance and attracts people of superior quality. If our people excel as individuals, we will excel as a community.
- We will leverage our resources and partner with other sponsors and agencies where applicable. We will ensure that all our resources are applied for positive impact on the outcome of the battle.

Core Competencies

The term "Naval Oceanography" encompasses the areas of Meteorology, Oceanography, Geospatial Information and Services (GI&S), and Precise Time and Astrometry (PTA) used to support US Naval forces. We view ourselves as the experts in these areas, particularly in application of these disciplines to naval warfare.

Requirements

Within the Naval Oceanography community, we see our future role encompassing a wide range of requirements including, but not necessarily limited to:

- Provide real time characterization and prediction of the battlespace environment from the bottom of the ocean to the top of the atmosphere in direct response to warfare requirements.
- Observe, analyze, forecast, and disseminate essential meteorological, oceanographic, and astronomical information at greater accuracy to improve sensor and weapon per-

formance and ensure the safety of military personnel and equipment throughout the battlespace.

- Provide DoD with global atmospheric numerical weather prediction capability.
- Provide METOC sensor networks and ocean models that couple the ocean and atmosphere environments in littoral areas that are fundamental to naval forces maintaining information superiority.
  - Develop numerical modeling and computational data analysis tools to process, analyze, and build products and services to satisfy validated requirements.
  - Collect oceanographic data by shipboard and airborne surveys and remote sensing techniques. In particular, high-resolution littoral oceanographic and atmospheric data are required to establish and maintain Sea Dominance and Power Projection superiority.
- Task and assimilate the collection of marine and bathymetric data, in accordance with high level priorities for production of maps, charts, and digital data products.
- Provide both precise atomic and astronomical time for DoD and related laboratories and agencies; determine and disseminate star positions and stellar references for approved navigation, guidance, and positioning systems; and accomplish research to meet future needs in the area of time and astrometry.
- Operate, maintain, and enhance Precise Time and Time Interval core competency by operating, and developing near real time delivery and enhancing the prediction period of Earth orientation.
- Support an active research and development program integrated with an aggressive science and technology program in each of our core competencies; engage other resource sponsors to identify CNO (N096) programs for transition to their platforms.
- Maintain a vigorous and effective training program in all core competencies.
- Deliver Naval Oceanography information that is synchronized with the warfighter's decision loop through continued collaboration with warfighting Concepts of Operations (CONOPS). Similarly, deliver systems that are well integrated and linked with the Navy information technology architecture to ensure they provide valuable military capability.

Strategic Issues

Strategic Issues result when there are gaps between a known or desired requirement and the capabilities within the Naval Oceanography community. The degree to which resources are applied to resolving these issues is a strategic decision that the Planning Team addressed in the context of the agreed upon vision and mission. The issues and questions identified as facing the Oceanographer of the Navy and the Naval Oceanography community are listed below. They were developed by grouping many specific issues into the six general issues listed. These general areas provided the basis for the development of Strategic Goals. The specific, more detailed issues within each general area were used in the development of the Action Plans to implement each Strategic Goal.

- **Training** – maintaining and developing appropriate career paths and personnel training within the core competencies of Naval Oceanography.

- **Technology** - integration of information technology into operational Naval Oceanography and development of focused technology plans and programs (S&T and R&D) for Naval Oceanography.
- **Organization** - changes in billets and roles within the Navy organization and the relationships between CNO (N096) and the rest of the Navy organization.
- **Operations** – maintaining and improving Naval Oceanography support for the warfighter as overall naval strategic focus changes.
- **Resources** - garnering sufficient resources to provide the Naval Oceanography services required by the warfighter.
- **Marketing/Partnerships** – developing alliances to improve the position of the Oceanographer of the Navy within the military to enhance marketing of Naval Oceanography capabilities and identifying new places where these capabilities can be used.

Strategic Goals

Based on the Strategic Issues identified above, the Planning Team believes the most important of these can be summarized in five Strategic Goals. These goals are intended to guide the Oceanographer of the Navy in making near term decisions that will shape future opportunities, and in planning for longer term challenges. These Strategic Goals will be revisited often to assess their continued relevance as changing events and technological improvements dictate a change in focus.

Goal 1. Execute aggressive marketing strategies to engender support for Naval Oceanography.

Goal 2. Develop and implement a proactive and effective partnership strategy to:
- leverage additional resources and expertise
- diversify advocacy and customer base

Goal 3. Improve current capabilities and keep pace with emerging requirements in providing the customer with relevant Naval Oceanography knowledge.

Goal 4. Foster an integrated, seamless technology program (6.1 - 6.5) that will:
- enunciate requirements
- transition technologies
- expedite product delivery

Goal 5. Develop and implement an innovative, warfare- focused Naval Oceanography training strategy to:
- ensure professional development and qualified experts
- improve customer knowledge and decision making capability
- maintain leadership in core competencies
- attract and retain a professional work force

The Action Plans that follow identify the Champion for each goal and outline the objectives, measures of success, and specific actions required to progress toward meeting the goal. These plans are intended to be flexible and subject to change as experience and

conditions dictate. The accomplishment of each action step is not nearly as important as ensuring the continued and steady progress toward meeting the goal.

The Champion is the person charged with ensuring progress toward meeting the goal is maintained. The measures of success are provided to help the Champion and senior N096 management assess the degree of that progress. The objectives add specifics to the goal and help the entire community understand the purpose behind each goal.

Action Plans

Goal 1: Execute aggressive marketing strategies to engender support for Naval Oceanography

Champion: CNO (N096T)

Objectives:

- Complete a Market Survey
- Develop a Marketing Plan
- Advertise
- Engage entire Naval Oceanography community

Measures of Success:

- Amount of real growth in Naval Oceanography resources.
- Strong support in the IWAR process
- Platform sponsors include and recognize Naval Oceanography in their plans and requirements documents.
- Naval Oceanography issues in top ten of CINC's Integrated Priority Lists
- Progress toward becoming the DoD Program Executive for all Naval Oceanography core areas.
- Increase in the number of users for NAVMETOCCOM and USNO products and services.

Action Plan:

ACTION	RESPONSIBLE	DUE DATE
Seek professional marketing advice	N096T	Oct 99
Identify and contact the market audience	N096T	Oct 99
Develop a public affairs action plan	N096P	Nov 99
Develop central repository capability - -Repository to include master briefings	N961	Mar 00
Develop plans to strengthen, partnerships, dovetail with industry and government agencies	N963	Continuous

Goal 2: Develop and implement a proactive and effective partnership strategy to:

–leverage additional resources and expertise
–diversify advocacy and customer base

Champion: CNO (N963)

Objectives: Target the following organizations:

- USAF
- NOAA
- NIMA
- NRL
- NRO

Measures of Success:

- Number of partnerships developed.
- Value of assets leveraged from other agencies (e.g., satellite data, etc.)
- Echelon of support afforded by other agencies.
- Funding/resources resulting from partnerships.
- Cross detailing of 1800 officers to other communities and from other activities on the N096 staff.
- Congressional correspondence/language supporting NAVMETOCCOM programs.
- METOC requirements submitted and addressed in intelligence sensor developments and data exploitations.

Action Plan:

ACTION	RESPONSIBLE	DUE DATE
Develop a partnership with USAF -Develop NAVAF Charter Agreement -Investigate Staff Officer Exchange -IG Strategy Development -Study Theater Operations Center/Concepts	N960	Nov 99
Provide overview of opportunities for strengthened partnerships w/NOAA	N963	Oct 99
Provide overview of opportunities for strengthened partnerships with NIMA -Evaluate Nautical chart co-production agreements -Investigate stronger 1800 participation/billet analysis	N961/N960 (billet scrub/analysis)	Nov 99
Provide overview of opportunities for strengthened International Partnerships -Develop and implement a plan to leverage SNR process -Review NATO operational support architecture -REA export to Pacific AOR -Determine how METOC can support CINC engagement strategy (PFP)	N963	Oct 99
Provide overview of opportunities for strengthened NRO Partnerships	CNMOC	Nov 99

Goal 3: Improve current capabilities and keep pace with emerging requirements in providing the customer with relevant Naval Oceanography knowledge.

Champion: CNO (N961)

Objectives:

- Deliver relevant information to warfighters synchronized with their decision loop
- Articulate CONOPS synchronized with technology and organizational evolutions
- Rapid technology insertion
- Improve commonality of capabilities across our regional centers
- Collect data worldwide more efficiently and remotely
- Do PTA more accurately and efficiently

Measures of Success:

- Number of new products delivered into warfighter's decision-loop in his required time frame.
- Reduction in the number of missions decreased and aborted due to better knowledge/forecast of the target environment.
- Improved sonar and radar ranges; ASW search-effectiveness experiences.
- Naval Oceanography playing a realistic role in wargames.
- Improved SHAREM exercise results attributed to Naval Oceanography factors.
- DoD shore station energy savings resulting from long-range forecasting.

Action Plan:

ACTION	RESPONSIBLE	DUE DATE
Develop plan to identify tools to implement a tactical sensing strategy	N096/FLTCINCS	Aug 99
Conduct a focused evaluation of Tactical Environmental Data Server progress	N961	Aug 99
Begin to identify proper collaborative technology	SPAWAR	Aug 99
Set aside a small wedge of N096 R&D funds to rapidly develop a high-priority, high-visibility application for each numbered fleet commander	N096T	Apr 00
Collect input from numbered fleet 1800's on immediate needs which can be address by this wedge	FLTCINC	June 99
Establish baseline for communications and web support	CNMOC	Oct 99
Identify future satellite capabilities (all-source and all-data)	N961	Oct 99
Accelerate GPS time transfer program	NAVOBSY	Mar 00
Identify and coordinate with precise time users worldwide and sell the idea on worldwide master clock	NAVOBSY	Oct 99

Goal 4: Foster an integrated, seamless technology program (6.1 - 6.5) that will:

- ***enunciate requirements,***
- ***transition technologies, and***
- ***expedite product delivery to meet future operational needs.***

Champion: CNO (N961) and NAVOBSY Science Director

Objectives:

- Increase successful transitions of S&T to R&D and R&D to Operations
- Convey requirements as specific, prioritized S&T tasking to ONR with trackable milestone objectives and deliverables
- Accelerate technology transition by focusing on mature technologies
- Continue consolidation/concentration of investment into Naval Oceanography programmatic "Centers of Gravity"
- Develop cooperative technology insertion into Systems Developers' programs pursuant to obtaining Resource Sponsor (RS) "Buy-in"

Measures of Success:

- Meeting of established transition milestone dates.
- Increased mission area impact where Naval Oceanography is making a warfare area contribution.
- Number of programs transitioned to operations.
- Reduction in product delivery time; rapid implementation of 1-2 high priority programs each year.
- Number of projects partnering with NRL. Better working relationship with NRL.
- S&T requirements defined and addressed by ONR and other DoD resource sponsors.
- Cost per program to support R&D.
- 2% annual increase in funding N096 R&D.

Action Plan:

ACTION	RESPONSIBLE	DUE DATE
Establish N096 Liaison Office (LO) at ONR	N096T	Dec 00
Provide translation of requirements into tasking for ONR S&T	USNO	Jun 00
Establish relevant exit criteria for all programs	CNMOC	Jun 00
Use two FLEETEXs to assist in evaluation of rapid prototyping projects	N961	Dec 00
Complete tracking and reporting database and use in FY00 Requirements Workshop for prioritization	N960	Oct 00
Task N096 ROs to liaise with other RS's Systems' Developers to support METOC relevant systems' components	ONR	Aug 00

Goal 5: Develop and implement an innovative, warfare- focused Naval Oceanography training strategy to:

–ensure professional development and provide qualified
–improve customer knowledge and decision making capability
–maintain leadership in core competencies
–attract and retain a professional work force

Champion: CNO (N960) and CNMOC (N4)

Objectives:

- Provide training and education in all Naval Oceanography core competencies.
- Ensure a proper balance between career, training, planning, and operational support focusing on warfighter requirements.
- Expand the level of expertise and qualifications in hydrography and geophysical aspects of maintaining superiority in underseawarfare.

Measures of Success:

- Improved enlisted and junior officer retention.
- 1800 community accession goals are met.
- Increased number of advanced degree opportunities for civilian personnel
- 5% increase in Civilian Workforce.
- Number of Session Chairmanships at Professional Symposiums (i.e. AMS, MTS, etc.).
- Number of articles published in refereed and professional publications.

Action Plan:

ACTION	RESPONSIBLE	DUE DATE
Establish Hydro curriculum at USM	CNMOC	**Sept 00**
Improve GI&S Course at NPS	N960/CNMOC	**Oct 00**
Determine Navy GI&S Training and Education Requirements	N960	**Oct 01**
Establish Senior Science Officer positions	CNMOC	**Dec 00**
Accelerate Forecaster Qualification	N960/CNMOC	**May 00**
Establish Enlisted Training Continuum	N960/CNMOC	**Oct 99**
Establish an executable Reserve Training Program	N960/CNMOC	**Mar 00**
Conduct Bottom-up Review of METOC Officer Billets	N960/CNMOC	**Jan 00**
Increase number of 1800 officer Billets at Training and Operational Commands	N960/CNMOC	**Oct 00**
Distribute marketing brochures to RecruitCom, Colleges, Service Selection Night, wardrooms	PAO	**Sept 99**